



## **AFSO21 Views You Can Use**

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Strategic alignment throughout Air Education and Training Command is critical to our success and every individual must understand their role in accomplishing the mission. With fewer people and dollars, we can only meet future challenges by aligning efforts and focusing on our mission: To recruit, train, and educate America's Airmen. But how do we align these efforts?

First, we need to know where we are and where we're going. We use the Balanced Scorecard to create our Command's Strategy Map to identify the functions and objectives most important to our mission. In addition, leadership also develops the desired "future state," where we want to be in five or ten years. We need something that guides us every day, not another glossy "Strategic Plan" brochure that sits on our shelf gathering dust. In AETC, our Strategy Map allows us to articulate priorities that guide our daily efforts, and by using the map, we identify gaps between our current and our desired level of performance. This allows us to prioritize our shortfalls and target resources to close operational gaps. Simply, objectives are set, metrics are chosen that drive the right behaviors, and good ideas are implemented no matter who thinks of them.

Often, we discover the problem isn't the need for more money or manpower: The problem lies with the process itself. By aligning AFSO21 process improvement initiatives with our strategy, we can streamline processes. This allows us to free up manpower and funds as well as help us to improve underperforming processes without requiring additional resources. However, we must be careful: We *do not* want to perform AFSO21 initiatives merely for the sake of activity.

By understanding the strategic alignment between the Balanced Scorecard and the Strategy Map, we'll make sure we're making maximum use of our resources. During this critical time of global tensions, we must continue to work smarter. By focusing and aligning everyone efforts to the most critical tasks, we'll continue to meet this challenge.